

CONFIDENTIAL

INTELLIGENCE PROCESS COURSE #1-78
3-28 October 1977

Monday, 3 October

Room 912, C of C

0900-1045 Course Introduction

- Administrative Affairs
- Presentation and Introductions
- Security Arrangements
- Overview
- Pre-test

1045-1200 The Intelligence Process

The U.S. foreign intelligence effort is presented as a continuous process involving the interaction between the policy level user of foreign intelligence and collectors and analysts

1200-1300

LUNCH

1300-1415

Classification and Compartmentation

This session is a brief review of compartmented clearances, what they mean and when they are applied; it will include a definition of terms and an explanation of restrictions and caveats.

1415-1430

BREAK

1430-1530

Film: Point in Time

This film traces the development of overhead reconnaissance systems.

1530-1600

Film: Classified Title

1600-1630

Directed Reading

25X1A

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Tuesday, 4 October


25X1A

VISITS TO NATIONAL PHOTOGRAPHIC INTERPRETATION
CENTER AND OFFICE OF IMAGERY ANALYSIS

0815 Bus Departs for NPIC

0900-1230 Overview of Origin and Productivity
of the NPIC/DDS&T

25X1A

 overview is followed
by presentations by selected NPIC units
on programs of the NPIC; the work of the
imagery analyst/interpreter; collateral
support; the interface between the center
and production elements of the Intelligence
Community and other consumers; and projec-
tions into the near future.

1230-1300 LUNCH
Optional Film

1300-1500 Imagery Analysis Presentations
and Tours

*This session will include an
overview of Office of Imagery Analysis
responsibilities, production distinctions
between the work of NPIC and OIA, programs
and products, and concluded with student-
to-analyst discussions.*

25X1A

1530 Bus Departs for C of C Building

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Wednesday, 5 October

Room 912, C of C

0900-0945 Videotape: The DDO -- Today and Tomorrow

Theodore Shackley
Associate Deputy
Director for
Operations

In Mr. Shackley's overview of the DDO, he focuses particularly on priority collection targets and assesses our performance.

0945-1030 Directed Reading

1030-1145 Overview of SIGINT Operations

A description of the special SIGINT operations, support and processing peculiar to the Agency's needs.

[Redacted]
Chief, Special
Collection Division,
Office of SIGINT
Operations

25X1A

1145-1245 LUNCH

(Optional Film)

25X1A 1245-1400

Film: [Redacted]

25X1A 1400-1445

Special Technical Collection

[Redacted]
Office of the Deputy
Director for Science
and Technology (DDSGT)

25X1A

[Redacted] *describes the special technical collection project presented in the proceeding film.*

1445-1500 BREAK

1500-1630 Collecting and Reporting from Liaison Sources

Intelligence information from non-U.S. intelligence services constitutes a significant input to the U.S. system. The nature and scope of this information is described by an experienced officer.

[Redacted]

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Friday, 7 October

Room 912, C of C

25X1A

0900-1030 Clandestine Collection of
Information



The focus is on the operations officer as collector in the intelligence process. The speaker also discusses the importance and means for continuing communications between operations officers and the analysts they serve.

1030-1045 BREAK

1045-1200 Panel Preparation

ITB Staff
and
Students

Each student is assigned to a group (panel) to participate in a presentation about one of the lectures or components covered up to this point. Emphasis should be placed on examining the component or function in the context of the total intelligence process. Panel and subject assignments will be made at random. Each presentation is videotaped to review briefing/discussion techniques.

1200-1300 LUNCH

(Optional Film)

1300-1430 Student Panel Presentations

ITB Staff
and
Students

1430-1445 BREAK

1445-1630 Review Videotapes

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Tuesday, 11 October

Room 912, C of C

0900-0930 Directed Reading

0930-1100 The Office of Technical Service
Support to the DDO

[REDACTED]
Office of Technical
Service (OTS)

25X1A

*A case study is given
involving various types of specialized
OTS support in the way of documents
and equipment.*

1130-1230 LUNCH (Optional Film)

1230 Bus Departs for Ames Building

1300-1600 VISIT TO THE OFFICE OF GEOGRAPHIC
AND CARTOGRAPHIC RESEARCH

Room 1207,
Ames Building
James Lynch
Director, Office of
Geographic and Cartographic
Research (OGCR)

25X1A

*Dr. Lynch discusses
geography as an element
of national power, geographic
research in CIA, and the role of
cartography in the analysis and
presentation of intelligence.*

[REDACTED]
Geography Division

25X1A

[REDACTED]
Environment and Resources
Analysis Center

*Other presentations
focus on particular OGCR projects.*

1600 Bus Departs Ames Building for C of C Building

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Wednesday, 12 October

Headquarters

0830-0915	VISIT TO CARTOGRAPHIC DIVISION, OGCR	<u>GH03, Headquarters</u>	
0930-1000	OCR Overview	<div style="border: 1px solid black; width: 150px; height: 1.2em; display: inline-block;"></div> DD/OCR	25X1A
1000-1015	Break		
1015-1100	SAFE	<div style="border: 1px solid black; width: 140px; height: 1.2em; display: inline-block;"></div> C/SAS	25X1A
	25X1A		
1100-1115	<div style="border: 1px solid black; width: 370px; height: 1.2em; display: inline-block;"></div>	<div style="border: 1px solid black; width: 180px; height: 60px; display: inline-block;"></div>	25X1A
1115-1130	AEGIS		
1130-1300	LUNCH		
1300-1400	ISG Division Briefings: USSR, NEA, WH, EUR, FEPAC, analyst Consultations Class will be divided according to area of interest.		
1400-1415	Acquisitions Program	<div style="border: 1px solid black; width: 150px; height: 100px; display: inline-block;"></div>	25X1A
1415-1430	Pictorial Services Branch		
1430-1445	BREAK		
1445-1500	Document Services Branch		
1500-1530	<u>GROUP A</u> Terminal Access Point-1H1114	<u>GROUP B</u> Library Tour-1E41	
1530-1600	Library Tour-1E41	Terminal Access Point-1H1114	
	Library to stress New York Times Information Bank, MEDLINE, Automation, etc.		

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Friday, 14 October

Room 912, C of C

0900-1200

The Analyst at Work in Political
Research (ORPA)

[redacted], Deputy 25X1A
Director, Office of
Regional and Political
Analysis (ORPA)

*Short-term analysis and long-range
research are combined in this recently
formed office. Attention is also
given to multidisciplinary studies,
and to the application of new methodologies.
Following an overview by [redacted] analysts
discuss specific projects and analytical
processes.*

25X1A

1200-1300

LUNCH

(Optional Film)

1300-1400

Prepare Panel Presentations

ITB Staff

1400-1530

Panel Presentations

and
Students

1530-1630

Review Videotape of Panel Presentations and
Directed Reading.

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Monday, 17 October

Room 1E74, Hqs

0845-0945 Presenting the Product (PPG)

[REDACTED]
Chief, Publications
and Presentations
Group (PPG)

25X1A

25X1A

Our consumers' receptivity to Agency analysis depends to a considerable measure upon how the product is presented.

(Video Disc Demonstration)

25X1A

[REDACTED] discusses ways in which PPG deals with the problems of style and format. He offers insight into the potential for new methods for presenting intelligence to the consumers.

0945-1000 BREAK

1000-1130 Briefing and Tour of the CIA Operations Center

The Agency's 24-hour control center, the Operations Center, alerts Agency officials to critical events and is CIA's after-hours contact point to the Intelligence Community and the White House.

1130-1300 LUNCH

Return to C of C

1330-1600 The Analyst at Work in Strategic Research (OSR)

Room 912, C of C

25X1A

[REDACTED]
Acting Executive Officer,
Office of Strategic
Research (OSR)

25X1A

An overview of the intelligence production activity of the Office of Strategic Research is followed by discussions of specific analytical programs in support of current intelligence needs for ORPA, the National Intelligence Officers, and others; case studies of selected research and reporting are discussed as to content and methodologies employed.

Regional Analysis Division
(Current Intelligence)

25X1A

Theater Forces Division
(In-Depth Research)

25X1A

[REDACTED]
Soviet Strategic Forces Division
(Joint Analysis)

25X1A

[REDACTED]
Eastern Forces Division
(Interagency Reports)

1600-1630 Directed Reading

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Tuesday, 18 October

Room 912, C of C 25X1A

0900-1030 The Editorial Process

[redacted] (Chairman)

TTB/FTD/OTR

The editorial process is discussed from the viewpoint of a senior editor in a production office.

[redacted] 25X1A

Senior Editor/PPG 25X1A

[redacted]

Office of the Director, OER

1030-1045 BREAK

[redacted] 25X1A

Chief, Production Office,

1045-1145 Strategic Warning Staff

OSI 25X1A

[redacted]

OCR

[redacted] 25X1

This interagency staff is responsible for monitoring possible major threats to the national security of the U.S. The staff concentrates its attention on military events.

Deputy Director,
Strategic Warning
Staff, (SWS)

1145-1300 LUNCH

(Optional Film)

1300-1400 Panel Preparation

ITB Staff

1400-1530 Panel Presentation

and
Students

1530-1630 Review Tapes and Directed Reading

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Wednesday, 19 October

Room 912, C of C

0900-1200

The Analyst at Work in Economic
Research (OER)

[REDACTED]
Executive Officer,
Office of Economic
Research (OER)

25X1A

*The Office of Economic Research
presents several economic case studies
to illustrate the type of finished
intelligence produced in OER and the
research strategies employed.*

[REDACTED]

25X1A

1200-1300

LUNCH

(Optional Film)

1300-1445

Analysis in the Defense Intelligence
Agency (DIA)

[REDACTED]
Defense Intelligence
Agency (DIA)

25X1A

*Analytical responsibilities
and processes in DIA are the focus
of this presentation. [REDACTED]
a senior DIA analyst, illustrates
these through a series of case studies.*

25X1A

1500-1630

Film: Printing for Intelligence

Directed Readings

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Thursday, 20 October

Room 912, C of C

0900-1130 The National Security Agency


Cryptologic Management
Training, NSA

25X1A

*The National Security Agency's
structure and role in the intel-
ligence Community is discussed.*

1130-1300 LUNCH

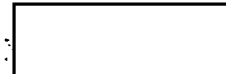
(Optional Film)

1300-1500 The Bureau of Intelligence and
Research, Department of State

Emerson Brown
Assistant Deputy
Director for
Coordination, Bureau
of Intelligence
Research, Department
of State

*The Bureau of Intelligence and
Research responds to the policy-oriented
political intelligence needs of the
Secretary of State. Our speaker
elaborates on this function and describes
the Department's role in the intelligence
process.*

1500-1630 A Review and Discussion of the
Intelligence Community and the
Intelligence Process



25X1A

*This session will provide a review
of the subjects covered thus far. It
will also help focus on questions that
may be directed toward the producers
and consumers of intelligence who will
speak to the class in the final
week.*

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Friday, 21 October

Room 912, C of C

0900-1015 Directed Reading

1015-1145 Intelligence Production as Seen
from Congress

Anne Karalekas
Staff, Senate Select
Committee

*A congressional Staffer
discusses how a Congressman views
and uses positive foreign intel-
ligence.*

1145-1245 LUNCH

(Optional Film)

1245-1400 Congress as Intelligence Consumer

[REDACTED]
Associate Congress-
sional Support Officer,
DDI

25X1A

25X1A

[REDACTED] discusses
*Congressional use of finished intel-
ligence and the evolving Congressional
view of the importance of sound intel-
ligence.*

1415-1515 Intelligence for the President (CRG)

[REDACTED]
Executive Officer,
Current Reporting
Group (CRG)

25X1A

25X1A

[REDACTED] discusses the
*preparation and presentation of
intelligence to the President on
a daily basis.*

1515-1630 Discussion and Directed Reading

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Tuesday, 25 October

Room 912, C of C

0900-1100 The National Intelligence Officer

[REDACTED]

25X1A

NIO, Africa

25X1A

[REDACTED]

NIO, Nuclear
Proliferation

Two NIOs discuss their responsibilities and activities as senior substantive intelligence officers. The role of the NIO in the intelligence process is stressed.

1100-1200 Strategic Arms Limitation Talks (SALT) Support

[REDACTED]

25X1A

SALT Support Staff

[REDACTED] discusses the Agency's role in SALT support.

25X1A

1200-1300 LUNCH

(Optional Film)

25X1A

1300-1500 Requirements Panel

[REDACTED]

(Chairman)

The establishment of collection goals and work priorities for both collectors and analysts is one of most important and frustrating tasks of resource managers. During this session, the formal and informal structures for determining what to collect are explored.

Requirements and
Evaluation Staff,
Office of the
Comptroller

25X1A

[REDACTED]
Center for the Study
of Intelligence,
Office of Training

25X1A

1500-1630 Information Science

[REDACTED]
Center for the Analysis
of Personality and
Political Behavior, OSI/NFAC

25X1A

[REDACTED] presents a brief introduction and overview of the field of information science and the related courses currently available.

[REDACTED]
Chief, Information
Science Training
Branch, Office of
Training

25X1A

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Wednesday, 26 October

Room 912, C of C

0900-1030 Prepare Panel Presentation

1030-1130 The National Foreign Assessment
Center

[REDACTED]
Deputy Director, NFAC

25X1A

25X1A

[REDACTED] provides some
perspective on the issues and
problems which confront NFAC
in the analysis, production and
presentation of foreign intelligence.

1200-1330 Lunch

1330-1430 Review Tapes

1430-1530 Discussion

1530-1630 Directed Reading

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Thursday, 27 October

Room 912, C Of C

0900-1030 Assessment of the Intelligence Process

25X1A

Judging the quality and relevance of intelligence is a vital aspect of the intelligence process. This assessment of performance concerns itself with the entire process, from the definition of requirements, through collection, analysis, and production, to the impact on national policy.

[redacted]
Executive Assistant
to the Director,
Office of Performance,
Evaluation and
Improvement,
IC Staff

1030-1045 Break

1045-1215 Intelligence: The Consumer and
Policy Implications

25X1A

The speaker, a senior DDO officer, applies his experience in Washington and abroad to discuss the use of intelligence by policy and decision makers. He discusses some of the ways finished intelligence gets to decision makers and some of the realities of the relationship between intelligence and policy.

1215-1315 LUNCH
(Optional Film)

1315-1445 Intelligence Analysis in
the Management of Crises

25X1A

[redacted]
Intelligence
Community Staff

25X1A

[redacted] *discusses intelligence analysis in crisis management and described current and future systems for alerting and warning.*

1500-1630 Film: To Be Announced

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Friday, 28 October

Room 912, C of C

0900-0945 Film, Discussion and Post-test

0945-1015

25X1A

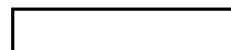


25X1A

(Students)

1015-1045

Special presentation by two students and an ITB staffer on the history, organization and role of the DDS&T in the intelligence process.



25X1A

ITB Staff



25X1A

Office of Weapons Intelligence, NFAC

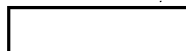


25X1A

Office of Scientific Intelligence, NFAC
(Students)

1045-1130

Student critique preparation. Discussion pre-and post-tests and scores. Final administrative details.



25X1A

1130-?

Dutch Treat Lunch

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Intelligence Process Course -- Evaluation Form

Name _____ (Optional)

You will recall there are four principal objectives of the IPC. Now that you have completed the course, you should:

- Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.
- Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.
- Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the intelligence community to produce finished national intelligence.
- Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

The IPC undergoes continuous review and modification to achieve maximum utility, and any comments you make -- especially constructive suggestions for improvement -- will be valuable to us in designing the next course. (Use additional paper, if necessary, and do not feel confined to these specific questions; if you wish to discuss any relevant topic, feel free.)

1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

Slight

Highly Satisfactory

1	2	3	4	5	6	7

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2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

3. Identify the least effective presentations, visits or exercises and explain why.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

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END-OF-COURSE DATADATE OF REPORT 9 Nov 77COURSE: Intelligence Process Course No. 1-78

(TITLE & NUMBER)

RUNNINGS PER YEAR: 3**STUDENT ENROLLMENT**

ENROLLMENT CAPACITY	BEGINNING ENROLLMENT	UTILIZATION* (PER CENT)	NO. COMPLETING COURSE
20	18	90%	18

CLASS COMPOSITION

ORGANIZATION	DD/A	DD/I	DD/O	DD/ S & T	DCI	OTHER					TOTAL
NO. OF STUDENTS	2	8	4	4							18

	GRADE	YRS IN AGC'Y	TIME IN JOB	AGE
RANGE	7-12	1-14		27-53
AVERAGE	10	4		34

*BEGINNING ENROLLMENT

_____ = UTILIZATION
ENROLLMENT CAPACITY

STATINTL

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